

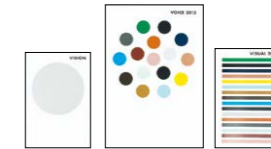
# Company Policy Transitions



Company Policy Book, First Edition



Company Policy Book, Second Edition



Company Policy Book, Third Edition

From left: The VISION envisaged by the Company Policy; VOICE, compiled from the results of employee surveys; VISUAL, comprising photographs contributed by employees on the theme of the essence of UNITED ARROWS

## The Ambition behind the Company's Establishment

1989  
Fly the "Japanese Standard" High

The Ambition behind the Company's Establishment  
**THE STANDARD OF JAPANESE STYLE**

We shall have as our objective establishing and appealing to values that, through business, will become the norms in Japanese lifestyle and culture

Note: The above is extracted from part of *The Ambition behind the Company's Establishment*

## The Writing of the Company Policy in Statutory Form

1995  
Understanding and Widespread Awareness of the Company Policy

Company Policy  
**Creation of long-established stores that evolve "It's All About The Customer"**

Human Resources Policy  
UNITED ARROWS, the fashionable company that is full of spirit and ambition, loves customers, loves products and that is wired to be flexible and agile in carrying out everything in a correct and courteous manner.

## Taking a Systematic Approach to the Company Policy

2001  
Widespread Awareness of "It's All About The Customer"

Company Policy  
**MAKE YOUR REAL STYLE**

We are a group that continues to create values that will become the new "norms in Japanese lifestyle and culture."

UA Rule  
It's All About The Customer

UA Spirit  
Professionalism

Our Five Core Values  
Customer value / Employee value / Business partner value / Local society value / Shareholder value

2005  
Balance of Customer Satisfaction and Business Mindset

Company Policy  
**MAKE YOUR REAL STYLE**

We are a group that continues to create values that will become the new "norms in Japanese lifestyle and culture."

UA Rule  
It's All About The Customer

UA Spirit (Human Resources Policy)  
Creative Merchant = Customer Satisfaction (CS) Mindset / Sales Mindset

UA Policy (Product development philosophies)  
BREAKTHROUGH of TRAD MIND

Our Five Core Values  
Customer value / Employee value / Business partner value / Social value / Shareholder value

2012  
CS Mindset / Business Mindset + Creativity Mindset

Company Policy  
**Creating a New Japanese Standard**

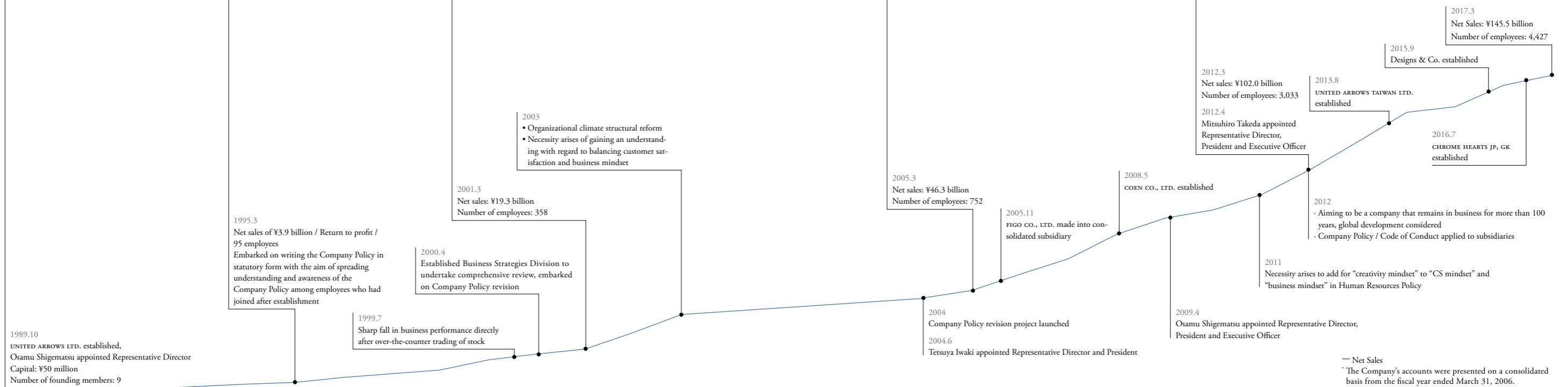
We will continue to create values that will set new, globally recognizable standards of Japanese lifestyle and culture.

Mission Statement  
It's All About The Customer

Human Resources Policy  
Creative Merchant = CS Mindset / Business Mindset + Creativity Mindset

Product Development Philosophies  
Traditional Mind

Our Promise  
Our Five Core Values  
Customer value / Employee value / Business partner value / Social value / Shareholder value



At the time of the Company's establishment in 1989, the founding members adopted The Ambition behind the Company's Establishment, which forms the basis of the current Company Policy. Since that time, while aiming to "set new norms in Japanese lifestyle," an idea that forms the backbone of the Company Policy, "It's All About The Customer" has been regarded as the axis around which all corporate activities and decisions revolve.

A definition of the Company Policy would be the direction in which the Company is permanently aiming, that is to say the business objective itself. Instilling an awareness of to what end the Company is in existence and to what end we are working, the Company Policy forms the

guidelines shared among employees who hold diverse values so that they move forward in the same direction.

Through widespread awareness of the Company Policy, the aim of the entire management and all employees becomes clear. By having each and every person naturally considering, advancing, and making repeated improvements, while pushing on toward the realization of that aim, the Company is able as a result to advance in the direction of its goal. This policy management is underpinning the sustainable growth of the Company. The fundamental parts of the Company Policy have remained unchanged since the Company's establishment. While remaining essentially the same, revisions are made in response to the operating environment and issues. Whenever that

happens, the Company works toward resolving the issue at that time, but that has also given rise to new issues. On account of the new solutions to issues associated with changes in the operating environment and business expansion, the Company has gone back to the Company Policy in addition to working on a review and in this way is repeating processes. While redoubling its efforts to gain the understanding of its employees by putting together projects each time there is a revision, and viewing these as an opportunity to reconfirm thoughts toward the Company Policy, the Company is continuing its efforts so that those thoughts do not fade from memory. In the fiscal year ended March 31, 2017, the ratio of employees who showed empathy for the Company Policy was 94%<sup>\*1</sup>. We plan to

complete a third revision of our *Company Policy Book* by the fiscal year ending March 31, 2020, the final year of our Medium-Term Vision, in a bid to establish a robust management platform—one of the four strategies announced in May 2017. Bringing together the increasingly diverse values of more than 4,000 employees, we are embarking on the first steps toward putting in place a new policy through which to move forward in a uniform direction.

<sup>\*1</sup> From employee awareness survey conducted in fiscal 2017 (ratio of responses: 82%)